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THIS ISSUE:

THE ANGUAGE SCHOOL

OTR BULLETIN

JULY-AUGUST 1967

GROUP 1
EXCLUDED FROM AUTOMATIC
DOWNGRADING AND
DECLASSIFICATION

25X1A

IN THIS ISSUE

The feature in the series "OTR as a
Support Organization" is the Language
School. This begins on page 18.

A schedule for foreign language tests
through September 1967 appears on
page 3.

OTR courses scheduled so far for July
through December 1967 are listed in
the OTR Calendar beginning on page 6.

Tentative offerings by American
University and George Washington
University in their Off-Campus Programs
at the Agency are shown on pages 29
through 32.

Dates for 1967 Fall Session registration
and classes at local colleges and uni-
versities are noted on pages 33 through 35.

Training Selection Board programs for
which nominations should be under
consideration are briefly described
starting on page 44.

CONTENTS

BULLETIN BOARD

OTR COURSE SCHEDULE	All OTR courses for the last six months of 1967 for which dates and room assignments are reasonably sure are listed in the OTR Calendar in this issue. There will be several additional courses; when their dates are certain, they will be announced in the Bulletin or in Special Bulletins.
MODIFICATION OF CT PROGRAM	Revision of the Career Training Program to accom-. modate to the current requirements of the Agency as well as to adjust to the continuing three-cycle instructional program based on input of new employees three times a year has been largely completed. Training Officers will note a departure from the traditional sequence of some training, notably that the Special Operations Course is being scheduled for some trainees prior to their taking the Operations Course.
MANAGEMENT TRAINING	The OTR Calendar published in this issue of the Bulletin incorporates training scheduled by OTR's Management Training Faculty for the remainder of the year. It should be noted that a new course, Advanced Management (Planning), is being introduced. This course will go into generalized concepts of the planning process and will give particular attention to Agency application of these concepts. It is intended for officers in the GS-14 - 16 bracket. Further details on this course will be the subject of a Special Bulletin.
ORIENTATION FOR OVERSEAS	It is no longer necessary to submit separate Forms 73 for dependents of employees registering for Orientation for Overseas. Forms should be submitted in the name of the employee, with an added designation of the relationship and name of the dependent if an adult dependent is also to attend. Only the first name of the dependent is necessary if the last name is the same as that of the employee. The full name should be included if the last name differs.

NATIONAL
INTERDEPART-
MENTAL
SEMINAR

The 33rd session of the National Interdepartmental
Seminar on Problems of Development and Internal
Defense will be 5 - 29 September. The objective
of this course is to familiarize key civilian and
military officers assigned to command, staff, and
departmental positions relative to developing
countries with U. S. policy, doctrines, and capa-
bilities applicable to the prevention and defeat of
inimical subversion and subversive insurgency in
those countries. Attendance at this seminar is a
prerequisite to assignment of CS officers to certain
posts in underdeveloped countries. The NIS will be
scheduled again 23 October - 17 November.

AGENCY
TRAINING
RECORD

The July 1967 Agency Training Record, if not already
in the hands of Training Officers, should be received
soon. As in the past, the format is that showing an
alphabetical list of the names of Agency employees
by component on the basis of assignment. In addition,
there is a separate listing of employees by component
on the basis of career designation. The ATR for
the first time shows training only for the most recent
seven full years. This curtailment is an effort to
limit the size of the document to more manageable
proportions. Each Training Officer should receive
the sections of the ATR that apply to the area of
his responsibility.

INTERAGENCY
TRAINING
PROGRAM
BULLETIN

All Training Officers, including Senior Training
Officers, should by now have received a copy of the
Civil Service Commission's bulletin "Interagency
Training Programs -- 1967-1968." This bulletin
provides information on training available for inter-
agency participation during FY 1968. Training Officers
should be consulted for details on specific courses.
A limited number of additional copies of this annual
bulletin are available in the OTR Registrar's office,
extension ███

25X1A

LANGUAGE TESTING   The Language School conducts language proficiency tests to provide the input for the Agency's Language Qualifications Register. These tests are for employees who have claimed a foreign-language proficiency but have never been tested, and for employees with a tested proficiency at less than native level but whose test was more than three years ago. Tests are at Headquarters, unless otherwise specified, and may be scheduled on the following dates:

Chinese: Jul 25; Aug 8, 22; Sep 5, 19

French: Jul 20, 21; Aug 1, 2, 3, 4, 15, 16, 17, 18, 29, 30, 31; Sep 1, 12, 13, 14, 15, 26, 27, 28, 29

German: Jul 21, 26, 28; Aug 2, 4, 9, 11, 16, 18, 23, 25, 30; Sep 1, 6, 8, 13, 15, 20, 22, 27, 29

Greek: Aug 10; Sep 7

Italian: Jul 26; Aug 2, 16, 30; Sep 13, 27

Japanese: Jul 20; Aug 3, 17, 31; Sep 14, 28

Polish: Aug 9; Sep 6

Portuguese: (Arlington Towers)
Jul 26; Aug 9, 23, Sep 6, 20

Russian: Jul 28; Aug 11, 25; Sep 8, 22

Spanish: Jul 25; Aug 1, 8, 15, 22, 29; Sep 5, 12, 19, 26

(Arlington Towers)
Jul 20, 27; Aug 3, 10, 17, 24, 31; Sep 7, 14, 21, 28

Other Language Tests Upon Request

CLERICAL
TRAINING
AND
TESTING

COURSES

OTR's refresher courses in typewriting and shorthand
will be given:

7 August - 1 September
11 September - 6 October
16 October - 9 November

Before employees take either course, or both, they
are required to take pretests, which are given by
the Clerical Training Faculty (CTF). The results
are used to determine the level of the course the
employee should take.

Pretests are scheduled as follows:

Typing   : 2 August, 6 September, 11 October
Shorthand: 3 August, 7 September, 12 October

Submission of a Form 73 to AIB/RS for refresher
training is all that is required to initiate testing.
Training Officers are notified directly by CTF as to
time and place to report for tests.

QUALIFICATION TESTS

The CTF gives the Agency's tests in typewriting and
shorthand to employees who want to qualify as typists
and stenographers. Training Officers or Personnel
Officers arrange registration directly with the CTF,
extension ▓▓▓▓ Qualification tests in both typewriting
and shorthand are given on the same morning, type-
writing at 9 a.m. and shorthand at 10:30 a.m. CTF
notifies Training Officers or Personnel Officers of
results of the tests.

25X1A

Tests will be given on: 31 July, 21 August, 5 September,
25 September, 9 October,
30 October

Applicants report to Room 416, Ames Building.

CIVIL SERVICE
COMMISSION
REGIONAL
CENTERS

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The U. S. Civil Service Commission maintains ten regional offices throughout the country to administer in those areas the Commission's responsibilities, including coordination of training and career development. The more popular interagency training programs are available to Federal Government employees at regional training centers. The OTR Registrar's office, extension ███ has information on many of the training opportunities provided by the regional centers. The regions and the areas they serve are:

Atlanta: Alabama, Florida, Georgia, Mississippi, North Carolina, South Carolina, Tennessee, Puerto Rico, and Virgin Islands.

Boston: Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, and Vermont.

Chicago: Illinois, Indiana, Kentucky, Michigan, Ohio, and Wisconsin.

Dallas: Arkansas, Louisiana, Oklahoma, and Texas.

Denver: Arizona, Colorado, New Mexico, Utah, and Wyoming.

New York: New Jersey and New York.

Philadelphia: Delaware, Maryland, Pennsylvania, Virginia, and West Virginia.

St. Louis: Iowa, Kansas, Minnesota, Missouri, Nebraska, North Dakota, and South Dakota.

San Francisco: California, Hawaii, Nevada, and the Pacific Overseas Area.

Seattle: Alaska, Idaho, Montana, Oregon, and Washington.

OTR CALENDAR

JULY

S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

Challenge of Worldwide Communism (for CTs)	24 Jul - 11 Aug
China Familiarization	31 Jul - 4 Aug
CIA Review	11 Jul
Clerical Refresher	3 - 28 Jul
CS Records I	25, 26, 27 Jul
CS Records II	31 Jul - 4 Aug
Field Finance and Logistics	17 Jul - 4 Aug
Information Reports Familiarization	10 - 14 Jul; 17 - 21 Jul
Intelligence Techniques (for CTs)	24 Jul - 11 Aug
Introduction to Intelligence	31 Jul - 11 Aug
Languages	31 Jul (begin)
Midcareer Executive Development	9 Jul - 18 Aug
Orientation for Overseas	5 - 6 Jul
Orientation to Intelligence (for CTs)	10 - 21 Jul
Vietnam Orientation	24 - 28 Jul

AUGUST

S	M	T	W	T	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

Challenge of Worldwide Communism (for CTs)	14 Aug - 1 Sep
CIA Review	8 Aug
Clerical Refresher	7 Aug - 1 Sep
CS Records III	7 - 8 Aug
Intelligence Techniques (for CTs)	14 Aug - 1 Sep
Orientation for Overseas	1 - 2 Aug
Special Operations	21 Aug - 20 Oct

SEPTEMBER

S	M	T	W	T	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30

ADP Orientation	19 - 21 Sep
CIA Review	12 Sep
Clerical Refresher	11 Sep - 6 Oct
Field Finance and Logistics	11 - 29 Sep
Information Reporting, Reports, and Requirements	11 - 29 Sep
Introduction to Communism	11 - 22 Sep
	25 Sep - 6 Oct
Introduction to Intelligence	11 - 22 Sep
JCS-DIA Orientation	26 - 27 Sep
Management (GS-11 - 14)	25 - 29 Sep
Operations (for CS CTs)	25 Sep - 22 Dec
Operations Familiarization	(Tues) 5 - 29 Sep
Operations Support	11 - 29 Sep
Orientation for Overseas	6 - 7 Sep
Support Services Review: Trends and Highlights	12 - 15 Sep
Writing Workshop (Basic)	19 Sep - 12 Oct
Writing Workshop (Intermediate)	18 Sep - 11 Oct
Counterintelligence Operations	5 - 22 Sep

OCTOBER

S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

Administrative Procedures	9 - 13 Oct; 30 Oct-3 Nov
ADP Orientation	31 Oct - 2 Nov
Advanced Management (Planning)	15 - 20 Oct
Chiefs of Station Seminar	9 - 20 Oct
CIA Review	10 Oct
Clandestine Scientific and Technical Operations	9 - 20 Oct
CS Records I (for CS CTs)	5 - 6 Oct
CS Records I (for non-CTs)	23, 25, 27 Oct
CS Records II (for non-CTs)	30 Oct - 3 Nov
Clerical Refresher	16 Oct - 9 Nov
Grid (for SuS CTs)	9 - 14 Oct
Information Reports Familiarization	16 - 20 Oct
	23 - 27 Oct
Intelligence Production (for CTs)	9 Oct - 8 Dec
Introduction to Communism	23 Oct - 3 Nov
Introduction to Intelligence	9 - 20 Oct
Management (GS-11 - 14)	(Sun) 29 Oct - 3 Nov
Midcareer Executive Development Course	(Sun) 8 Oct - 17 Nov
Senior Management Seminar	(Fri) 27 Oct - 3 Nov
Special Operations (for CS CTs)	9 Oct - 8 Dec
Supervision	2 - 6 Oct
Support Services (for CTs)	16 Oct - 1 Dec
Support Services Review: Trends and Highlights	10 - 13 Oct

NOVEMBER

S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

Advanced Management (Planning)	(Sun) 26 Nov - 1 Dec
CIA Review	14 Nov
Clerical Refresher	20 Nov - 15 Dec
Field Finance and Logistics	20 Nov - 8 Dec
Grid (for GS-14s)	(Sun) 12 - 17 Nov
Information Reporting, Reports, and Requirements	13 Nov - 1 Dec
Intelligence Review	27 Nov - 8 Dec
Introduction to Communism	27 Nov - 8 Dec
Introduction to Intelligence	6 - 17 Nov
Orientation for Overseas	7 - 8 Nov
Supervision	27 Nov - 1 Dec

DECEMBER

S	M	T	W	T	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

ADP Orientation	12 - 14 Dec
CIA Review	12 Dec
CS Records I	4, 6, 8 Dec
CS Records II	11 - 15 Dec
CS Records III	18 - 19 Dec
Information Reports Familiarization	11 - 15 Dec
	18 - 22 Dec
Management (GS-11 - 14)	4 - 8 Dec
Orientation to Intelligence (for CTs)	11 - 22 Dec
Support Services Review: Trends and Highlights	5 - 8 Dec

OTR COURSES Scheduled on OTR Calendar

Administrative Procedures (1 wk - all day)

> For clerical employees who support the CS at headquarters.
> Covers the organization, functions, procedures, and regu-
> lations of the Agency. Emphasis is on the CS.

ADP Orientation (3 days - all day)

> For users and potential users (not senior managers or ADP
> specialists) of computer services within the Agency. A
> general orientation on automatic data processing is provided.
> Grade level GS-14 and below.

Advanced Management (Planning) (1 wk - all day)

> For senior officers of the Agency. The accent will be on
> concepts of planning, directing, and controlling. It will
> include an orientation in programming.

Challenge of Worldwide Communism (3 wks - all day)

> For Career Trainees. The historical development of the
> USSR and Communist China is reviewed, together with an
> examination of the doctrine, organization, and operations
> of the communist movement throughout the world.

Chiefs of Station Seminar (2 wks - all day)

> For chiefs of small and medium-sized stations, deputy chiefs
> of stations, and chiefs of bases. Focus is on the person of
> the Chief of Station and his administrative and operational
> responsibilities. Enrollment limited to 18.

China Familiarization (1 wk - all day)

> For professional employees. Covers survey of mainland
> China's geography, history, economic factors, and its
> role in foreign affairs. Provides introduction to the Chinese
> language, including pronunciation.

CIA Review (1 1/2 hrs - morning)

>   For all returnees from the field. Covers recent developments
>   affecting the Agency's organization and mission at the NSC,
>   USIB, and Agency levels. Includes the security reindoctrina-
>   tion lecture.

Clandestine Scientific and Technical Operations (3 wks - all day)

>   For middle-grade and senior officers of the CS and DDS&T.
>   Covers collection responsibilities of the CS in S&T operations,
>   fundamentals of guided missiles, biological and chemical
>   warfare, and use of nuclear power. Field trips. Enrollment
>   limited to 20.

Clandestine Services Records I (Introduction) (3 days - M W F - part time)

>   For all levels of CS personnel. The CS Records System:
>   input, maintenance and retrieval methods, and the disposition,
>   disposal and destruction of records. A prerequisite for
>   CS Records II and III and to CI Familiarization, CI Support
>   and CI Operations. Enrollment limited to 40.

Clandestine Services Records II (Biographic Research) (1 wk - part time)

>   For all levels of CS personnel. Principles, techniques
>   and specific procedures used in exploiting the records of
>   the Agency and other resources for biographic information.
>   Enrollment limited to 25.

Clandestine Services Records III (Records Officers Briefing) (2 days -
part time)

>   Completion of this course is one of the requirements to
>   qualify as a CS Records Officer. A review of operational
>   factors and relationships upon which decisions are made to
>   destroy or retain CS operations records; to amend, index
>   or file elements; or to desensitize documents or files.
>   Enrollment limited to 20.

Clerical Refresher (4 wks - morning)

>   For clerical employees, to improve their accuracy and to
>   develop their speed in either shorthand or typewriting.
>   Employees may take separate instruction in either skill.

Field Finance and Logistics (3 wks - all day)

> For operational support assistants and support officers re-
> quired to maintain budgetary, financial, and property records
> at a Class B, C, Type II, or Type III Station.

Grid (1 wk - all day)

> For Career Trainees. The subject of interpersonal relation-
> ships is examined.

Information Reporting, Reports, and Requirements (3 wks - all day)

> For CS employees required to report intelligence information.
> Covers official policies and procedures for completing a
> report as well as practical exercises. Enrollment limited
> to 10.

Information Reports Familiarization (1 wk - all day)

> For CS employees assigned as junior reports officers or
> those assigned to type CS reports and intelligence cables.
> Enrollment limited to eight.

Intelligence Production (9 wks - all day)

> For Career Trainees. Provides specific training in and
> familiarization with various techniques and skills required
> to produce intelligence.

Intelligence Review (2 wks - all day)

> For middle-grade and senior officers. Covers the Agency's
> development under the central intelligence concept, recent
> organizational developments to meet current and future
> responsibilities, changes in functions of the intelligence
> community, problems of coordination, and future trends in
> intelligence.

Intelligence Techniques (3 wks - all day)

> For Career Trainees. Provides instruction and practice
> in Agency techniques used in the production of finished
> intelligence.

Introduction to Communism (2 wks - all day)

>   For professional employees at EOD. Covers historical
>   development of the USSR and Communist China and the
>   doctrine, organization and operations of the Communist
>   movement.

Introduction to Intelligence (2 wks - all day)

>   For new professional employees. Covers concepts of
>   intelligence, the intelligence agencies of the U. S. Government,
>   and the Agency's responsibility for collection, production,
>   and dissemination of intelligence. Includes discussion of
>   the fundamentals of American beliefs and practices.

JCS-DIA Orientation (2 days - all day)

>   A semi-annual orientation on CIA by the Agency's senior
>   officials for selected officers and civilians of the JCS,
>   DIA, and the military services.

Management (1 wk - all day)

>   For officers in Grades GS-11 through GS-14. Examines
>   current thinking in managerial style as it relates to
>   communication, employee motivation, and work performance.
>   Exercises in team-action problem-solving are used through-
>   out to provide students an opportunity to apply the concepts
>   and principles covered.

Midcareer Executive Development (6 wks - all day - 240 hrs)

>   For designated midcareerists. Covers the activities of
>   components of the Agency, the U. S. Government in its
>   international setting, and problems of management. Admission
>   requires TSB action.

Operations (13 wks - all day)

>   For CTs who are preparing for careers as case officers.
>   Covers fundamentals of CS activities, emphasizing tradecraft
>   techniques, agent handling, reporting, project management,
>   and FI, CI, and CA objectives.

Operations Familiarization (4 wks - all day)

>   For CS and non-CS officers whose responsibilities in support
>   of operations require adequate familiarization with functions
>   of the case officer and with the programs and operations of
>   the CS.

Operations Support (3 wks - all day)

>   For CS employees with assignments overseas which will
>   require their supporting the operational activities of CS
>   officers in the field. Covers name checks, dispatch and
>   cable writing, records maintenance, operational expenses,
>   travel claims, and tradecraft familiarization. Enrollment
>   limited to 30.

Orientation for Overseas (2 days - all day)

>   For employees (and dependents) assigned to an overseas
>   post for the first time. Covers the Agency's mission and
>   functions, security, cover, legal and medical advice, and
>   effective working relationships with people of other cultures.

Orientation to Intelligence (2 wks - all day)

>   For Career Trainees. Introduces the concepts of intelligence,
>   the structure of the U. S. intelligence community and its
>   relationship to the policy level of Government, and the
>   responsibilities of the Agency for collection, production, and
>   dissemination of intelligence.

Senior Management Seminar (1 wk - all day - starts Sunday p.m.)

>   For GS-15s and above. Selection by Senior Training Officers.
>   Conducted by contract instructor; features managerial grid.

Supervision (1 wk - all day)

>   For employees in grades GS-5 through GS-10 who have
>   supervisory responsibilities. Explores current thinking
>   on "the role of the supervisor" in terms of personal behavior,
>   responsibility for subordinates, and organizational and
>   individual needs. Provides materials and a setting for
>   experiencing and examining interteam and intrateam skills
>   and activities.

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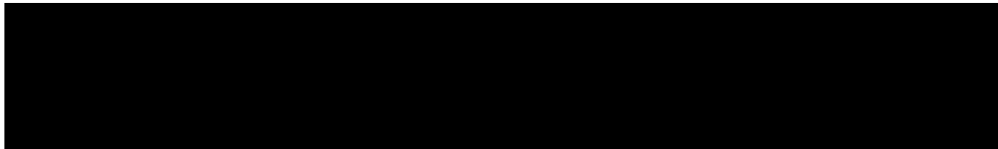
Support Services (7 wks - all day)

> For Career Trainees assigned in the Support Services.
> Acquaints students with organization and mission of various
> Support Services components. Emphasis is on training for
> field assignments.

25X1A

Support Services Review: Trends and Highlights (3 1/2 days - all day

> For professional Support Service employees GS-9 through
> GS-15. Emphasizes significant trends and developments
> within the Agency's support activities, and includes presen-
> tations on ADP, records management, and planning, pro-
> gramming, and budgeting.

Vietnam Orientation (1 wk - all day)

> For senior and middle-grade officers of the CS and for junior
> CS officers whose work is directly related to the Agency's
> role in Vietnam. A familiarization on the Agency's mission,
> doctrine and programs in the area, with a view to increasing
> capabilities for planning, supporting, and conducting operations.

Writing Workshop (Basic) (4 wks - morning - Tues & Thurs)

> For professional employees. (Non-professionals may attend
> under certain circumstances.) Covers basic principles
> of grammar and rhetoric, and elements of sentence construction
> and paragraph structure.

Writing Workshop (Intermediate) (4 wks - morning - Mon & Wed)

> For professional employees. (Non-professionals may attend
> under certain circumstances.) Covers principles of good
> writing, including clarity, accuracy, and logic.

OTR as a Support Organization:

THE

LANGUAGE SCHOOL

The activities of the Language School of the Office of Training
fall within two general areas which correspond to two areas
of responsibility ascribed to it. It provides the training in
foreign languages that is carried on within the Agency, and it
conducts the testing required to maintain the Agency's Language
Qualifications register.

Training in foreign languages is accomplished in a highly
varied program of instruction ranging from twelve-month, inten-
sive, comprehensive courses to part-time familiarization programs
of only a few hours. It is also accomplished through tutorial train-
ing, including instruction in English as a foreign language. Although
emphasis in language training is on teaching the spoken language,
there are also separate courses in reading and writing.

In support of its instructional effort, the Language School
operates two language laboratories, one at Headquarters and one
at Arlington Towers. Language students--and any Agency personnel
wishing to engage in independent study or refresher exercises--may

avail themselves of equipment designed to enhance language train-
ing. This includes instructional tape recordings in sixty different
languages and tape recordings of current Voice of America broad-
casts in sixteen different languages. The Headquarters laboratory
is open from 7:30 a.m. to 6:00 p.m. every workday and the
Arlington Towers laboratory from 8:30 a.m. to 5:30 p.m. The
School maintains a library of 3,500 language and area books for
the ordinary use of staff and students. It also supplies tape
recordings and textual materials to support language training
activities in the field.

The Language School currently has a complement of twenty-
one staff employees, eight scientific linguists, and thirteen training
support personnel. In addition to the scientific linguists, the
instructional staff consists of eighty contract employees, of
whom twenty-four are employed on a full-time basis. With this
staff, the Language School has the capability of giving full-time
instruction in twenty languages and less intensive instruction in
thirty-five others.

The bulk of the foreign-language instruction is conducted at
the Language School site in the Washington Building Annex of Arlington
Towers. During the spring of 1967, the weekly average number
of students on the roles of the School was two hundred seventy-
five. They were studying twenty-two different languages. About
forty percent of these students were in full-time training.

In the sections which follow, the activities of the Language
School are discussed more fully. In addition to explaining how
the School shapes its instructional patterns and techniques to the
Agency's language requirements, the matters of language proficiency
testing and the School's responses to the developments of new
instructional systems are examined.

LANGUAGE TRAINING

The Agency's varied requirements for language training have dictated the patterns and techniques of instruction utilized by the Language School. Agency employees, in the aggregate, need to employ a great number of foreign languages. Although a language need may be comparatively slight in some instance, high degrees of specialized competence are necessary in others. The majority of Agency employees needing language training are physically located in the Washington area, but a number are scattered all over the world. Some employees can devote their full time over extended periods of time to learning a language, but frequently it is necessary to equip an employee with a language ability in the face of a short-term, fixed deadline, during which the same individual must receive other training or must continue to function in his professional capacity. These specifically functional factors which characterize the Agency's foreign-language requirements are complemented by the Agency's Foreign Language Development Program's general requirements in determining not only the Language School's course objectives but also its instructional techniques. These developmental requirements are that by 31 December 1970 "foreign service" professional career employees have a fully useful speaking proficiency in at least one foreign language and that, even now, professional employees are expected to develop a "courtesy level" speaking proficiency in a foreign language by the time they arrive overseas, or soon thereafter.

As previously noted, emphasis is on teaching spoken language. This stems from the obvious fact that the major requirement for Agency employees who are to serve overseas is a capacity for oral expression, whether with a relatively high degree of fluency or simply a courtesy-level proficiency. For these employees, the ability to read or write a language is secondary. On the other hand, intelligence production specialists more often seek an ability to read and interpret documents, often in a specialized field. Thus, while the Language School turns the greater part of its attention to the spoken language, it does not ignore reading and writing.

Language School instructors can and do use techniques similar to those used in traditional academic courses, at least in specialized courses. Yet, it is a curious fact that relatively few individuals are graduated from university courses with the ability to read even a newspaper in a foreign language. The subject matter and the technical level of foreign-language materials which concern Agency employees, however, are quite different from those that are the concern of most academic courses. The Language School has therefore developed its own additional techniques, tailored to the Agency's interest.

These techniques, especially in the teaching of spoken language, conform in many ways to those which reflect the changes that have taken place in language teaching in general during the past fifteen years; noteably, in the departure from the traditional emphasis on grammar and translation. The Language School's spoken-language training makes extensive use of the system which starts with memorized dialogues, through which the student generates a great number of expressions simply by substituting new words in the previously learned and understood patterns. There are many refine-ments and steps in this process, but it lends itself to adaptation to the rules of many languages and leads rapidly to realistic communi-cation. The necessary routine memorization and mechanical manipulation is accomplished independently by the student in the language laboratory, while the explanation of patterns and more complex drills are conducted under the guidance of instructors in classroom sessions. Comprehension of spoken foreign language is furthered by the transmission by wire of live Voice of America broadcasts to loudspeakers in the Language School where students may listen to them.

For the most part, the same techniques are used in conducting both full-time and part-time language training. The principal advantage of full-time training is that the student is free to devote all of his attention during the course to learning the language. Another major advantage is that a full sequence of training can be completed in relatively less time. As formalized by the Language School, full-time training consists of four to five hours of actual instruction interspersed with individual preparatory work, usually in the language laboratory, each day. Although the part-time courses vary in format, most meet three days a week for two hours each day, with laboratory periods required in addition. Within these general arrangements, it takes an average of nearly two years of part-time study to cover approximately the same ground that is covered in twenty weeks of full-time training.

Although full-time training has several advantages, it would be erroneous to conclude that part-time training is a waste of time. Experience has shown that if part-time study can be maintained for a sufficient period of time the results can be equal to or better than those obtained in an equal number of hours of full-time training. Advanced training is frequently more effective if done on a part-time basis.

Employees who are full-time language students often take part in an exercise conducted at a site outside of Washington where they are required to speak constantly and exclusively the language they are learning for periods ranging from a few days to a full week. Because each student is confronted with many commonplace social encounters which he must deal with in the foreign language, this experience is particularly valuable in building confidence and versatility in solving everyday linguistic problems.

In the past, the Language School has conducted instruction, either in classes or by tutorial means, upon request, even on an ad hoc basis. With the impact of the CIA Foreign Language Development Program and the consequent increased demand for language instruction, it has become necessary to regularize the bulk of the training. Formal instructional activities are now scheduled to coincide with the dates on which Career Trainees begin full-time language instruction. Full-time classes are offered no more than six times a year and part-time classes twice a year. Schedules are announced regularly in the OTR Bulletin. Specific inquiries about language instruction can be made by calling the Language School, extension ███

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LANGUAGE PROFICIENCY TESTING

Testing individual proficiencies in foreign languages began on a large scale in early 1957 in support of the Agency's Foreign Language Development Program. At that time, with the aid of native speakers both within and outside the Agency, instructors in the Language School developed tests in thirty-nine languages. The written tests were given either separately or in conjunction with oral tests. Instructors in the Language School and staff members of the Agency participated in the latter.

Built into the 1957 language development effort was the Language Proficiency Awards Program through which Agency employees were given monetary awards based on a graduated scale in accordance with the difficulty of the language and four levels of proficiency. The awards were granted for proven achievement or maintenance of a prescribed level of skill in approximately forty foreign languages. As such, the program was a unique experiment -- the first of its kind in any Government Agency. In 1959, the peak year of testing, about two thousand five hundred written and one thousand five hundred oral tests were completed. The objective of the awards program was to spur interest and voluntary participation in foreign-language study across as wide a segment of Agency personnel as was possible. For a short time this was accomplished, but not to the extent that the professional needs of the Agency were being met. Consequently, awards were discontinued in August 1963.

In December 1964 the Agency's Language Qualifications Register
revealed that of nearly twelve thousand spoken skills on record,
only one-third had actually been tested. Thus, the new foreign-
language policy approved in February 1966 restated as a priority
provision that, to eliminate all untested claims of language
proficiency, all unproven proficiency claims must be tested. In
response to this requirement, an intensive testing drive was begun
in early 1966 and continued through the year. An overall total of
one thousand seven hundred oral tests was given during this time.
In 1967 the drive was expanded to include retesting of all employees
whose previous tests below the native level of proficiency were
three or more years old.

The Agency's goal continues to be to eliminate all untested
claims of language proficiency. The effort includes testing employees
who have claimed proficiency when they enter on duty or when they
return from an overseas assignment. More than seventy percent
of the Agency's total language skill at the intermediate and basic
levels has now been tested. Inadvertently, however, some employees
who enter on duty are sent overseas before they can be tested.
Established employees also submit new language claims which are
recorded before they are tested. All this means a continuing "input"
of claimed proficiencies which must be tested. Taking the unproven
proficiencies and the retesting of "old" proficiencies all together,
the Language School expects its responsibility for testing in foreign
languages to be a very active function for the years immediately ahead.

NEW DEVELOPMENTS IN

LANGUAGE TRAINING

The approval of the CIA Foreign Language Development Policy in February 1966 has given added impetus to language training and the consequent increased requirements have intensified many of the problems of the Language School and its consumers. One of the basic difficulties in language training is the amount of time which is required to reach a usable level of proficiency in a foreign language. This can vary from four or five months of full-time training for an elementary proficiency in a Western European language to a year or more for an intermediate proficiency in one of the more difficult languages, such as Arabic. (Acquisition of an advanced or high level is not normally attained by training alone, but is rather the product of the combination of training with experience in the area where the language is spoken.)

These long-time sequences require two things: A large staff of trained language instructors must be available to maintain the degree of flexibility in scheduling the Agency requires; many individuals must spend long periods of time away from other productive work if they are to achieve necessary levels of language proficiency. Any system which allows a shortening or other alleviation of the problems represented by the time requirements of language training has great appeal both to those responsible for training and to consumers.

One such development which has received considerable publicity recently is very short-term, high intensity language training called "Total Immersion." In this training, a student works approximately fourteen hours a day with native-speaking instructors working in

shifts. The innovators of this system claim that a substantial skill
in a foreign language can be obtained in as short a period as three
weeks. The cost is six to eight hundred dollars a week, depending
upon the language. This system has been tested both by the Agency
and by other Government agencies, and a mounting body of solid
evidence shows conclusively that such training rarely produces an
adequate result and never achieves the results claimed by the
commercial firms offering it. The only instances in which substantial
benefits were derived have been those in which individuals already
possessing a substantial degree of proficiency in a language have
required an intensified refresher course.

There has also been great general interest in developments in
another area -- programmed instruction as a teaching system --
during the past ten years. The Agency has watched these develop-
ments closely, making the application of programmed instructional
methods in language training the subject of a special study. Several,
somewhat overlapping, aspects of this study deserve attention: the
possible utilization of existing commercially available teaching programs
in foreign languages in the instructional system of the Language School;
the application of the programmed approach to segments of language
training by contracting for the development of limited-objective
programs by commercial firms; and the training of Language School
staff members so that they themselves might develop useful programs.

In the first area, it was found that existing commercial language
programs used alone, that is, without accompanying live instruction,
did not produce significant results. The limitations of these programs
stemmed either from serious faults in the programming of the material
or the fact that the very objectives of the programs were so limited.
Some programs did prove effective when used in conjunction with
existing Language School courses. Specific programs in French and
Spanish were useful when combined with live instruction. A program
in German served successfully as a useful preliminary to the
Language School's Basic German Course. The benefit from the use
of this programmed material in the early stages of language instruction
was not in the material learned but in the improved motivation and
selfconfidence exhibited by the students. The results of the study
in this area, while negative insofar as pointing to complete instructional
systems in themselves, did suggest possibilities in the second aspect
of the study, especially if applied to mechanical processes such
as the teaching of irregular verb forms.

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These findings were complemented by the conclusions drawn
from the results of a systematic examination of course objectives,
specifically in French, Spanish, German, Vietnamese, and
Chinese, which indicated real possibilities in using programmed
materials to assist instructors. On the basis of these prospects,
the Agency entered a contract with the ███████████████
███████ to prepare three programmed units to assist language
instructors. This approach, although apparently full of promise,
has yet to be validated, and is an area in which much experimentation
is yet to be done.

The analyses and experimentation which served as the bases
for the conclusions with regard to commercially programmed
materials to assist instructors also provided the bases for consid-
ering the feasibility of the Agency's developing its own programmed
materials for language instruction. With this specifically in view,
four members of the Language School staff were given formal train-
ing in programming techniques. There is hope that they will be
able to make contributions which will lead to the internal production
of additional units of programmed materials to assist instructors.

The results of the Agency's study of programmed instructional
methods with regard to language training have, therefore, shown
real possibilities for using limited-objective programs, if not as
self-contained instructional systems, as beneficial aids to live
instruction. A concomitant result will be an up-grading of the
materials available in the language laboratories. In this way,
significant progress toward solving the problem of spreading in-
structor time over an expanding language-training program seems
likely, and there is some hope that the length of language courses
can also be reduced.
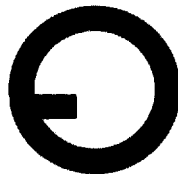
NON-AGENCY TRAINING

This section of the OTR Bulletin contains information on
non-CIA courses or programs related to career develop-
ment of CIA employees. Attendance may be sponsored by
the Agency or it may be self-sponsored. The Training Of-
ficer must be consulted on Agency-sponsored training.

Agency Sponsorship:

A Form 136, "Request for Training at Non-Agency
Facility" (revised effective June 1966), is sent to
the Registrar's office, External Training Branch,
by the Training Officer. For overt employees, the
completed form is sent directly to ETB. For non-
overt applicants, the form is sent first to DDP/OPSER/
CCS. No formal steps toward registration should be
taken prior to OTR approval.

Self-sponsorship:

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According to ▆▆▆▆ para c(12), an employee who
takes a non-Agency course at his own expense is re-
quired to send a written request for approval through
administrative channels to the Director of Security.
The request will include the subject(s) to be studied,
the name and address of the school, the full name(s)
of the instructor(s), and the dates and hours of in-
struction.

For additional information on the courses outlined in this sec-
tion of the OTR Bulletin or on other external courses, call AIB/

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RS/TR, extension ▆▆▆▆ For information on registration, call
ETB/RS/TR, extension ▆▆▆▆

OFF-CAMPUS PROGRAMS
1967-68 FALL SEMESTER

American University and George Washington University will
again conduct Off-Campus Programs at the Agency during the
1967-68 academic year. The programs, recommended for those
in an overt status, enable Agency employees to further their
professional training by taking both undergraduate and graduate
courses at somewhat reduced rates. American University courses,
to begin during the week starting Wednesday, 20 September, cost
$120; George Washington University courses, to begin the week
starting Thursday, 21 September, cost $126. Courses consist of
fifteen weekly sessions, and any course may be taken separately or
as part of a degree or certificate program. Enrollment may be on
a personal basis or under Agency sponsorship. In most cases,
classes are held in the Headquarters Building, and all instructors
are Agency personnel accredited by the universities.

Registration for the Fall term will be in the Auditorium at
Headquarters on Monday, 11 September, from 10 a.m. to 4 p.m.
A representative from George Washington University will be present
to answer questions. American University will provide counseling
on request. Further information on the courses, or the Off-Campus
Programs in general, may be obtained by calling███████████
of the OTR Registrar's office, extension███

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The following courses are being offered. The sequential Spring
term course, if any, is indicated after the course description.

American University

19. 305 Introduction to Quantitative Economics. Selected
topics from analytical geometry, calculus, linear algebra,
statistics, and their application to problems in economic
analysis. Prerequisite: Mathematics 41.100 (Basic Survey)
and 19.100-01 (Introduction to Economics.) Spring: 19.521
Quantitative Economics Analysis.

19. 705 Income Analysis I: Concepts and Theory. (Graduate
Course) Analysis of economic aggregates. Multiplier and
acceleration principle. Interrelationship between prices,
money supply, interest rates, output. Spring: 19.706
Income Analysis II: Analysis and Applications.

American University (cont)

55.410 Introduction to Data Processing. An introduction to
the problems, principles, and methods of data processing,
covering a variety of methods, including the automatic data
processing revolution of the last decade and its significance
for business and public administration and management. The
course will generally survey types of data processing instru-
ments, methods, systems, and their applications. It is for
those without knowledge of or experience in ADP. It will equip
the student to communicate with data processors, but will not,
by itself, be preparatory for technical employment in the field.

55.511 The Systems Approach. (Graduate Course) An
introduction to the systems analysis approach to the study
and design of managerial and operational organization and
process. (This course to be offered again in the Spring.)

55.513 Technology and Administration. (Graduate Course)
The effects of technological and scientific development on
the organizational, operational, and staff functions of the
public or private administrative establishment. The impli-
cations for the manager and the managerial unit of the
information and cybernetic revolutions, and of modern
technological instruments and methods for the performance
of societal and administrative functions.

55.530 Automatic Data Processing Systems. (Graduate
Course) A survey of the subject: equipment systems, use
of applications and systems, the analysis of feasibility,
operational processes, systems design and installation,
administrative and managerial factors and problems. Pre-
requisite: 55.410 or equivalent.

55.540 Operations Research in Management. (Graduate
Course) Origins and development of operations research,
concepts and methods, applications as a management tool,
major methods, solutions of elementary problems by
operations research, limitations and potential. Prerequisite:
Mathematics 41.100 (Basic survey)

55.561 Management of ADP Systems. (Graduate Course)
Estimates of requirements, organizational amendments,
planning the total system, conversion problems, cost and
performance evaluation, the executive role in the achievement
of integration.

George Washington University

Accounting 1 Introductory Accounting. Basic principles
underlying accounting records, preparation of the work
sheet and financial statements, accounting for single
proprietorships and partnerships. Spring: Accounting 2.

Anthropology 1 Introductory Anthropology. A survey of
man's origins, physical evolution, and culture history.
Spring: Anthropology 2.

Economics 1 Principles of Economics. A Survey of the
major economic principles, institutions, and problems in
contemporary life. Spring: Economics 2.

English 1 English Composition. A course in the analysis
and practice of expository techniques with emphasis on
unity, development, and organization. Spring: English 2
(Composition).

Geography 51 Introduction to Geography. A study of the
place attributes and characteristics, patterns, and asso-
ciations of physical and cultural earth patterns.

History 39 The Development of European Civilization in
Its World Context. The political, social, economic, and
cultural history of the Old World from ancient times to
1715. Spring: History 40 (1715 to date).

History 71 The Development of the Civilization of the United
States. The political, social, economic, and cultural forces
of the United States in their world setting from 1492 to 1865.
Spring: History 72 (1865 to date).

History 145 History of Russia. Russia under the Old
Regime, 860 - 1900. Spring: History 146 (1900 - 1960).

Mathematics 9 General Mathematics I. Numerals and
numbers, number bases, mathematical symbols, sets,
propositional logic and truth values. Spring: Mathematics
10 (General Mathematics II).

Mathematics 21 Calculus I. Elementary concepts of analytical
geometry. Differentiations of algebraic functions with appli-
cations. Spring: Mathematics 22 (Calculus II).

George Washington University (cont)

Mathematics 124 Introduction to Matrix Theory. Elementary
theory of finite vector spaces, determinants, equivalence,
matrices with polynomial elements, similarity of matrices.
Prerequisite: At least Calculus IV.

Mathematics 171 Vector Analysis. Prerequisite: At least
Calculus IV.

Political Science 5 Introduction to Political Science. Structure,
powers, and processes of American political systems: Congress,
the President, and the Supreme Court; elections, political
parties, and pressure groups. Spring: Political Science 6 .

Psychology 1 General Psychology. The fundamental principles
underlying human behavior. Spring: Psychology 8 (Personality).

Public Administration 252 Seminar: Planning and Programming.
(Graduate Course) The administrative processes of planning
and programming in government, relationships to budgeting;
planning and programming as a basis of managerial control,
evaluation of accomplishments.

Sociology 1 Introductory Sociology. Development of culture
and personality, the impact of groups and institutions on
man's social behavior. Spring: Sociology 2.

One of the most serious lags
in the area of the study of the Chinese
language is that only one Ph. D. is
completed every other year in this vital
area of learning.

Lovejoy's Guidance
Digest

1967-1968 FALL SESSION SCHEDULES
WASHINGTON AREA UNIVERSITIES

Note to Training Officers: ETB must have requests for Agency
sponsorship of employees in courses at the following universities
a minimum of three weeks prior to registration.

AMERICAN UNIVERSITY

            14 - 16 September 1967: Registration
                 20 September 1967: Classes begin
                 27 January 1968: Classes end

CATHOLIC UNIVERSITY

        18 and 19 September 1967: Registration
                 20 September 1967: Classes begin
                  2 February 1968: Classes end

DUNBARTON COLLEGE

                 16 September 1967: Registration
                 18 September 1967: Classes begin
                 19 January 1968: Classes end

DISTRICT OF COLUMBIA TEACHERS COLLEGE

                  6 September 1967: Registration
                  8 September 1967: Classes begin
          (Date not yet available): Classes end

DEPARTMENT OF AGRICULTURE GRADUATE SCHOOL

              9 - 16 September 1967: Registration
                 18 September 1967: Classes begin
            Week of 8 January 1968: Classes end

GALLAUDET COLLEGE

        14 and 15 September 1967: Registration
                 18 September 1967: Classes begin
                 22 January 1968: Exams begin

GEORGE WASHINGTON UNIVERSITY

12 and 13 September 1967: Registration
14 September 1967: Classes begin
10 January 1968: Last class
13-20 January 1968: Exams

GEORGETOWN UNIVERSITY

18 - 20 September 1967: Registration
21 September 1967: Classes begin
25 January 1968: Classes end

HOWARD UNIVERSITY

No information until mid-July: Registration
No information until mid-July: Classes begin
No information until mid-July: Classes end

MONTGOMERY JUNIOR COLLEGE

8, 9, and 11 September 1967: Registration
14 September 1967: Classes begin
15 January 1968: Classes end
16-19 and 22 January 1968: Exams

PRINCE GEORGES COMMUNITY COLLEGE

13 - 15 September 1967: Registration
18 September 1967: Classes begin
(Date not yet available): Classes end

UNIVERSITY OF MARYLAND

11 - 15 September 1967: Registration
18 September 1967: Classes begin
20-27 January 1968: Exams

UNIVERSITY OF VIRGINIA, NORTHERN VIRGINIA CENTER

21 August - 13 September 1967: Registration
18 September 1967: Classes begin
Last week in January: Exams

NORTHERN VIRGINIA COMMUNITY COLLEGE

    26 September 1967: Registration
      2 October 1967: Classes begin
  Mid-December 1967: Classes end

GEORGE MASON COLLEGE

  13 and 14 September 1967: Registration
      15 September 1967: Classes begin
  19-27 January 1968: Exams

INTERAGENCY TRAINING PROGRAMS

Civil Service Commission

ADVANCED SECRETARIAL TECHNIQUES
6 - 7 September   1900 E Street, N. W.

This two-day seminar is designed for secretaries, administrative
assistants, staff assistants, and administrative aides, GS-7 or above,
who perform secretarial duties and act as office managers or principal
personal assistants to Federal Executives. It brings to the secretary's
attention new ideas and practices that might be beneficial in maintaining
a productive, progressive office. Because of its popularity, admission
to this course has been strictly limited. Cost: $90.

INTRODUCTION TO SCIENCE AND ENGINEERING IN GOVERNMENT
6 - 8 September   1900 E Street, N. W.

This is a three-day program designed to give junior level scientists
and engineers an opportunity to gain a perspective on their roles and
that of their professions within the Federal structure. Subjects
examined include Federal policy on science and engineering, the impact
of governmental programs on our society, and an overview of the nature,
diversity, and organization of Government research and development.
For scientists and engineers in grades GS-5 through GS-11, especially
those who have been in Federal service less than three years. Cost:
$45.

Civil Service Commission (cont)

EXECUTIVE SEMINAR IN ADP
7 - 8 September   1900 E Street, N. W.

This two-day seminar provides an opportunity to obtain information,
develop ideas, and exchange views on effective uses of ADP.
Topics focus on matters of concern to top management: Capabilities
of electronic data processing equipment; feasibility studies;
implementing the decision to automate; effects of electronic data
processing systems on organizational structure and various levels
of management; present ADP applications and their results in terms
of efficiency, effectiveness, and economy; the impact of ADP on the
workforce; and the future of ADP in government management. For
executives, GS-15 or above, with broad responsibility for functions
which are or soon may be automated. Cost: $90.

EXECUTIVE SEMINAR IN OPERATIONS RESEARCH
7 - 8 September   1900 E Street, N. W.

This seminar will provide an opportunity for career executives to
obtain information, develop ideas, and exchange views on effective
management use of operations research. Subject matter includes
the capabilities of operations research, the philosophy of operations
research, models, illustrations of types of management problems to
which operations research can be applied, and operations research
and the decision-maker. Strictly technical aspects of operations re-
search will not be stressed. Executives with broad administrative
responsibilities, GS-15 and above, are eligible. Cost: $90.

WORKSHOP ON NEGOTIATING AND IMPLEMENTING AGREEMENTS
11 - 13 September   1900 E Street, N. W.

This three-day program provides knowledge of the principles and
procedures involved in planning for negotiation conferences, con-
ducting such conferences, and implementing agreements within the
framework of the Federal employee-management cooperation program.
For persons assigned management responsibility for negotiating
agreements or for advising or training others who will negotiate
agreements. Cost: $85.

Civil Service Commission (cont)

ECONOMIC ANALYSIS AND EXECUTIVE DECISIONS
11 - 15 September   1900 E Street, N. W.

The purpose of this program is to develop a greater awareness on
the part of Federal executives of the economic impact of their
program decisions. Topics will include the economic concept of the
Government as a producer of goods and services, the allocation of
resources in program and production decisions, the application of
cost-benefit analysis, measurement of productivity in Federal agencies,
forecasting techniques. For executives in grade GS-14 or above who
must initiate and utilize economic analysis. Cost: $150.

PRINCIPLES AND PRACTICES OF AUDITING IN THE ADP SYSTEMS
ENVIRONMENT
11 - 29 September; 2 - 20 October;   1900 E Street, N. W.
23 October - 9 November

This three-week program is designed to provide participants with
an understanding of the impact of ADP on auditing. It will enable
auditors to communicate meaningfully with ADP specialists encountered
on the job by familiarizing them with the techniques and methods which
are generally applicable to the audit of ADP systems. For auditors
who have at least one year's Federal experience and are in grade
GS-9 or above. Cost: $160.

THE FEDERAL EQUAL EMPLOYMENT OPPORTUNITY PROGRAM
AND THE COMMUNITY
14 September 1967 - January 1968   1900 E Street, N. W.

Federal employees with specific responsibility for staff guidance in
equal employment programs or for operating such programs are
provided an after-hours means for greater contact and dialogue with
other Federal officials involved in planning and implementing the equal
employment opportunity program, and with minority group leaders,
educators, welfare officials, and others with important community
roles. Three-hour sessions are held each month for five months.
Cost: $85.

EFFECTIVE COMMUNICATION FOR PERSONNELISTS
18 - 20 September   1900 E Street, N. W.

This three-day workshop is aimed at improving oral and written com-
munication skills with specific reference to communicating the
flexibilities of the Federal personnel system to managers, supervisors,
and employees. For personnel specialists in grades GS-9 through GS-13
who have significant responsibilities for explaining and interpreting the
Federal personnel system. Cost: $85.

Civil Service Commission (cont)

INSTITUTE FOR EXECUTIVES IN SCIENTIFIC PROGRAMS: SCIENCE
AND GOVERNMENT POLICY
18 - 22 September   1900 E Street, N. W.

Scientists and engineers and key administrators of scientific organi-
zations are given an opportunity to explore important concepts and
issues pertaining to the organization and administration of research
and engineering activities in the Federal Government. Discussion
covers the criteria for choice among scientific programs, the budget
for science, technological innovation as an element of economic growth,
scientific manpower as a problem of national policy, science in world
affairs, the organization of the scientific activities of the Federal
Government, and the impact of Federal science programs on our
universities. Scientists, engineers, and science administrators,
GS-15 or above, who have responsibility for formulating policy or
program goals for scientific, engineering, or professional programs
in the physical or life sciences, or for significant research or develop-
ment activities, may attend. Cost: $150.

WORKSHOP IN EQUAL EMPLOYMENT OPPORTUNITY FOR CONTRACT
COMPLIANCE SPECIALISTS
18 - 22 September   1900 E Street, N. W.

To train persons who conduct reviews to determine whether recipients
of Federal funds are adhering to the civil rights requirements of
respective agencies. Special consideration is given to problems of
implementing the equal employment policy of the Government in
situations involving a contract between a Federal agency and a private
organization or private industry. This training is done in conjunction
with the Office of Federal Contract Compliance. Cost: $110.

MATHEMATICS FOR MANAGERS
19 September - 28 November   1900 E Street, N. W.

This is an eleven-week program which meets for two three-hour
sessions, from 2 to 5 p.m., and from 6 to 9 p.m., for a total of six
hours in one day (Tuesday) each week. It provides a comprehensive
survey of the quantitative tools and techniques which can serve the
executive, and can be used as a refresher or as an introduction to the
major divisions of contemporary applied mathematics: algebra,
trigonometry, analytic geometry, calculus, vectors, matrices, set
theory, logic, Boolean algebra, probability, statistics, the mathematics
of operations research. No foundation in mathematics beyond high
school algebra is necessary. For executives in grade GS-14 or above.
Cost: $250.

Civil Service Commission (cont)

EXECUTIVE SEMINAR IN MANAGEMENT INFORMATION THEORY
25 - 26 September   1900 E Street, N. W.

The objective of this seminar is to explore the concept of information
management in the context of organizational structure. Topics
discussed include the scope and objectives of management information
systems, the determination of management information requirements,
the role of the manager in designing a management information system,
organization and control of a management information system, the
impact of computer technology on the design of information systems,
and the future of man-machine systems. For executives in grade
GS-15 or above. Cost: $90.

PROGRAM PLANNING AND EXECUTION: EQUAL EMPLOYMENT
OPPORTUNITY
27 - 29 September   1900 E Street, N. W.

This course is for individuals responsible for planning and directing
agency or bureau programs for assuring equal employment opportunities.
Staffing processes, position management, training, communications,
and program evaluations are studied, with emphasis on their inter-
relationship. Employees with specific responsibility for staff guidance
in equal opportunity programs are eligible. Cost: $85.

ADP SYSTEMS ANALYSIS SEMINAR
27 September - 15 November   1900 E Street, N. W.

This seminar consists of an opening half-day session followed by seven
full-day sessions a week apart on Wednesdays. Seminar topics are:
Principles and Fundamentals of Data Processing; The Computer: What
It Is and How It Works; Fundamentals of Programing; Documenting
and Charting Present Systems; The Feasibility Study: How To Go About
It; Recognizing Potential Application Areas for ADP; Installation and
Administration of an ADP Operation; Control and Evaluation of An
ADP Operation; and Management-related Uses of the Computer, e.g.
Operations Research. Employees, GS-9 or above, who require
information about ADP systems analysis, not programers or systems
analysts themselves, should attend. The one-week ADP Orientation is
a useful preparation but is not mandatory. Cost: $175.

Civil Service Commission (cont)

INTRODUCTION TO ADP IN TECHNICAL INFORMATION SYSTEMS
28 - 29 September   1900 E Street, N. W.

This is a basic program designed to provide an overview of the uses
and potential of ADP along with specific information relating to its
application in technical libraries. Topics include the impact of ADP
on library management, a study of current uses of ADP equipment
in scientific information systems, information storage and retrieval
systems, and future uses of ADP in libraries. Librarians, archivists,
information specialists, and others concerned with the storage and
retrieval of technical data, GS-9 and above, may attend. Cost: $75.

INTRODUCTION TO ADP IN PERSONNEL MANAGEMENT
2 - 3 October   1900 E Street, N. W.

This two-day seminar provides a general exposure to the manage-
ment uses and potential of computer systems as well as specific
information about automatic data processing applications in personnel
management. Topics include an introduction to ADP, a survey of the
use of ADP equipment and current applications to Government personnel
management, and the human reaction to electronic data processing.
For persons serving in the personnel field or closely associated with
personnel administration, in grades GS-12 through GS-15. Cost: $75.

JOB CLASSIFICATION AND THE MANAGEMENT PROCESS
2 - 6 October   1900 E Street, N. W.

A fundamental program on the nature of job classification in personnel
administration and how it contributes to the management process. It
stresses the integrated nature of personnel management. For employees
newly assigned or to be assigned to a job evaluation or position classifi-
cation activity. For GS-5 through GS-9. Cost: $110.

MIDDLE MANAGEMENT INSTITUTE
2 - 6 October   1900 E Street, N. W.

This institute is directed to the manager's need for a broad perspective
and his requirement to be currently informed on new developments
affecting his type of work. Core topics focus on the functions of manage-
ment such as decision-making, communicating, planning, directing,
controlling, organizing, and staffing. Discussion will extend also to
planning-programming-budgeting systems, intergovernmental relations,
and the role of the Bureau of the Budget. This is a program for middle
managers in grade GS-11 through GS-14. Cost: $60.

Civil Service Commission (cont)

PERSONNEL MANAGEMENT FOR PERSONNEL SPECIALISTS
3 October - 21 November   1900 E Street, N. W.

This program is designed to develop a broad perspective of personnel
management in relation to total management, as well as the inter-
relationship of personnel specialties. Topics include management
and organization, the personnel functions, employment and develop-
ment of people, human behavior, group relations, pay administration,
employee relations and service, and personnel management in
perspective. For persons in grades GS-9 through GS-12 serving in
or expecting to be assigned to supervisory positions in personnel
offices or in closely related work. Cost: $150.

FINANCE IN AGENCY MANAGEMENT
9 - 13 October   1900 E Street, N. W.

This institute focuses on the interrelationships of the financial
specialties and their use in the internal management of an agency's
problems. Topics covered include financial management philosophy
and concerns; budgetary theory and agency practices; accounting;
auditing; current problems and trends in financial management. It is
for employees preparing for responsible positions in the field of
financial management and for persons not in financial positions who
need an acquaintance with financial management work. The grade
range is GS-9 through GS-12. Cost: $75.

MANAGEMENT INSTITUTE FOR SUPERVISORY SCIENTISTS AND
ENGINEERS
9 - 13 October   1900 E Street, N. W.

The special nature of the managerial job in R & D organizations is
examined by identifying the motivational characteristics of technical
personnel, by discussing the impact of organizational structure on
productivity of scientific and engineering groups, and by exploring the
leadership patterns best designed to release and accelerate creativity.
Topics include the flexibilities of the Federal personnel system in
managing scientists and engineers, career development concepts, and
the administrative and financial practices which permit the most
effective direction and control of technical projects. For personnel
at the GS-12 to GS-14 level who are in, or are being trained to fill,
supervisory and managerial positions in research and development
activities. Cost: $85.

Civil Service Commission (cont)

OPERATIONS RESEARCH ORIENTATION
11 - 13 October   1900 E Street, N. W.

This three-day program provides a general overview of the manage-
ment uses and potential of operations research. Topics include the
historical development and nature of operations research, organizing
an operations research effort, types of management problems to
which operations research can be applied, operations research
techniques, the impact of operations research in the Federal Govern-
ment, and operations research and the future dimensions of manage-
ment. For employees in grade GS-9 or above. Cost: $50.

EQUALIZING OPPORTUNITY THROUGH FEDERAL PROGRAMS:
THE ROLE OF THE MANAGER
16 - 20 October   1900 E Street, N. W.

This training focuses on the various facets of the managerial role
which can be used to advance equal opportunity for all persons.
Specific emphasis is on the attitudes and approach necessary to assure
that Federal funds are applied on a nondiscriminatory basis and that
the benefits of Federal programs are conferred equally upon all.
For Federal managers in grade GS-13, or above, who have the task
of administering programs involving the application of Federal funds
with the range of responsibility and opportunity which they have for
creating change and improving the status and welfare of minority group
citizens. Cost: $125.

EXECUTIVE WORKSHOP IN ADP PROGRAMMING
16 - 20 October   1900 E Street, N. W.

This computer programming course is intended as a practical and
expedient means for developing the basic foundation of ADP knowledge
that is necessary for effective management utilization of the computer.
The basic concepts and techniques of digital computer programming
are learned by actually performing computer programming. Participants
learn about the stored program concept, flow charting and diagramming,
computer technology, data and operations. Some after hours work and
study will be necessary. Prior attendance at an Executive Seminar in
ADP or equivalent experience is helpful but not absolutely essential.
The workshop is not intended to make programmers of the participants.
For GS-15 or above. Cost: $150.

Civil Service Commission (cont)

THE ROLE OF THE FEDERAL MANAGER IN EQUAL EMPLOYMENT
OPPORTUNITY
23 - 25 October   1900 E Street, N. W.

Federal supervisors and managers should obtain from this course:
1) Increased factual understanding of the background of discrimination
and equal employment opportunity; 2) a greater appreciation of the
realistic effects of discrimination; and 3) suggestions for the develop-
ment of a positive program in conformity with national policy, involving
personal commitment and involvement. For supervisors and managers
GS-9 - GS-14. Cost: $85.

SYSTEMS ANALYSIS FOR COMPUTER PROGRAMMERS
23 - 27 October   1900 E Street, N. W.

This course moves immediately to the functions and techniques of
systems analysis and design, and includes discussion of the extent
and tasks of systems of analysis, specific steps of the feasibility
study, analysis of the present system, developing specifications for
a new system, designing input, output, and file layouts, designing
requirement for programs, and documentation. For computer pro-
grammers and newly assigned systems analysts who have had experience
in programming. Prior knowledge of computer components and
experience in computer programming concepts will be presumed.
Cost: $160.

INVESTIGATION OF COMPLAINTS OF DISCRIMINATION
16 - 18 August; 25 - 27 October   1900 E Street, N. W.

This program is designed to enable participants to carry out the
process of investigating complaints of discrimination from the origin
of the case to the final report. It focuses on the techniques of gathering
information, interviewing complainants and witnesses, documenting
actions, and surveying the general environment within which the alleged
discrimination has taken place. Emphasis is placed on the type of
information developed. For persons who do now or will carry out
investigations of complaints of discrimination. Cost: $85.

EXECUTIVE SEMINAR IN MANAGEMENT REPORTING SYSTEMS
30 -31 October   1900 E Street, N. W.

Case studies from government and industry presented by persons directly
concerned with the development of their own organizations' information
systems provide actual examples of both manual and automated operational
information reporting systems designed to assist management in control
and planning responsibilities. For GS-15 or above. Cost: $90.

TRAINING SELECTION BOARD PROGRAMS

GENERAL
ADMINISTRATIVE
CONFERENCES

Two-week Conferences for Federal Management
and Program Executives will be held at
Williamsburg, Virginia, by the Brookings
Institution 22 October - 3 November 1967 and
21 January - 2 February 1968. These con-
ferences are designed to help top-level officials
increase their knowledge of the interaction of
society and government, broaden their under-
standing of major policy-making, and develop
approaches to more effective administrative
decisions and actions. Free exchanges of
opinion based on assigned readings, participant
experiences, and the views of speakers and
conference chairmen cover such areas as the
American heritage, political dynamics, business
and labor in society, economics and public policy,
government and the press, and foreign affairs.
Nominations -- officers in grade GS-16 or above --
must be made to the Training Selection Board by
21 July 1967.

SCIENCE
CONFERENCES

Conferences for Federal Science Executives will
be conducted by the Brookings Institution at
Williamsburg, Virginia, 3 - 8 December 1967
and 3 - 8 March 1968. These one-week con-
ferences are especially for scientists, admin-
istrators of science programs, and engineering
executives. Typical subjects covered are
government in a free society, business and labor
in society, problems in public policy, the scientist
and politics and decision-making, science and
philosophical perspectives, advancing technology
and the role of government and industry, and
national security policy. Nominations -- officers
with science training in grade GS-16 or above --
must be made to the Training Selection Board by
21 July 1967.

PROGRAM
FOR
MANAGEMENT
DEVELOPMENT

Harvard University's Program for Management
Development will begin on 28 January 1968,
and again on 25 August 1968. The Agency
normally selects one candidate for each course.
The sixteen-week program is intended for
younger men filling responsible positions at
the operating level who also demonstrate
outstanding performance in a functional specialty.
The course covers skills, techniques, processes,
and concepts of modern management, and ex-
plores the implications of unfolding events in
both national and international affairs to the
meaningful conduct of business; it is also
devised to enable middle managers to appreciate
the critical interrelationships of the component
parts of any enterprise and to develop lasting
patterns of analytical thinking in decision-making.
Nominees should be between 30 and 40 years of
age, have a minimum of five years of manage-
ment experience, and be in grades GS-13 through
GS-15. Nominations for consideration for the
28 January course must be forwarded to the
Training Selection Board by 1 September 1967.

FEDERAL
EXECUTIVE
FELLOWSHIPS

The Brookings Institution has issued invitations
for nominations for its 1968 Federal Executive
Fellowships. Each Federal department or agency
may submit two nominations from among exec-
utives with ten years' Federal service who have
a demonstrated capacity for research. The
Fellowships ordinarily begin in January and
July, the length of each based largely on the
nature of the proposed project, which should
result in a useful report, article, monograph,
or book. Employees at the GS-12 level or above
may be nominated. Nominations for the January
Fellowship appointments must be in the hands of
the Training Selection Board by 29 September
1967, and for the July Fellowship appointments,
by 1 May 1968.

MANAGEMENT
DEVELOPMENT
PROGRAM FOR
FEDERAL
EXECUTIVES

The Graduate School of the U. S. Department
of Agriculture has announced dates for its
somewhat modified Management Development
Program for Federal Executives. This program
is for officials in positions of executive respon-
sibility or whose anticipated assignments involve
management responsibility; it is designed to
help the official examine the managerial aspects
of his job, formulate for himself a framework
of managerial theory, explore ways to improve
managerial practice in the day-to-day work
situation, strengthen his problem-solving and
team-action skills, and formulate a continuing,
systematic program of self-development in
management. The course is developed in three
phases: a two-day diagnostic and planning meeting
in Washington; an intensive six-day workshop
at Williamsburg, Virginia; and a final two-day
follow-up session in Washington. Nominees
should be in grade GS-14 or above. The
following schedule of forthcoming programs
shows also the dates nominations to the Agency's
Training Selection Board are due:

	33rd Program	34th Program
Nominations Due	1 Sep 1967	1 Sep 1967
Phase I	2 - 3 Nov 1967	9 - 10 Nov 1967
Phase II	3 - 8 Dec 1967	10 - 15 Dec 1967
Phase III	11 - 12 Jan 1968	25 - 26 Jan 1968

	35th Program	36th Program
Nominations Due	13 Oct 1967	8 Dec 1967
Phase I	14 - 15 Dec 1967	1 - 2 Feb 1968
Phase II	21 - 26 Jan 1968	3 - 8 Mar 1968
Phase III	2 - 3 Feb 1968	11 - 12 Apr 1968

ADVANCED INTELLIGENCE COURSE	CIA has been invited to nominate three representatives to participate in the Advanced Intelligence Course to be given 11 September - 15 December 1967 at the Defense Intelligence School, Washington, D. C. This course is designed to prepare military officers and civilian personnel for important command, staff, and policy-making decisions in the national intelligence structure. Nominees must have considerable intelligence experience and broad training, including a bachelor's degree, and be in grade GS-14 or above. Nominations must be sent to the Training Selection Board by 28 July 1967.

OTHER EXTERNAL TRAINING NOTES

INSTITUTES AT AMERICAN UNIVERSITY	The Center for Technology and Administration at American University will present three institutes during September and October 1967:

Data Management   18-21 September

The latest concepts and practices concerning the use and dissemination of technical, contractual, and administrative data will be presented.

The Executive and Software   25-29 September

The objective of this program is to acquaint the executive with the difficulties involved in the application of computer systems to managerial problem solving.

Transfer of Technical Information 2-26 October

This "user"-oriented institute is intended to provide the decision maker with the latest knowledge concerning the format of data storage techniques as well as with retrieval problems.

48

Directory of Training Officers

SENIOR TRAINING OFFICERS

25X1A

25X1A

O/DCI		7E-07
DDI		2E-52
DDP &S		3C-29
DDS&T		6E-38
DDS		GB-37

TRAINING OFFICERS
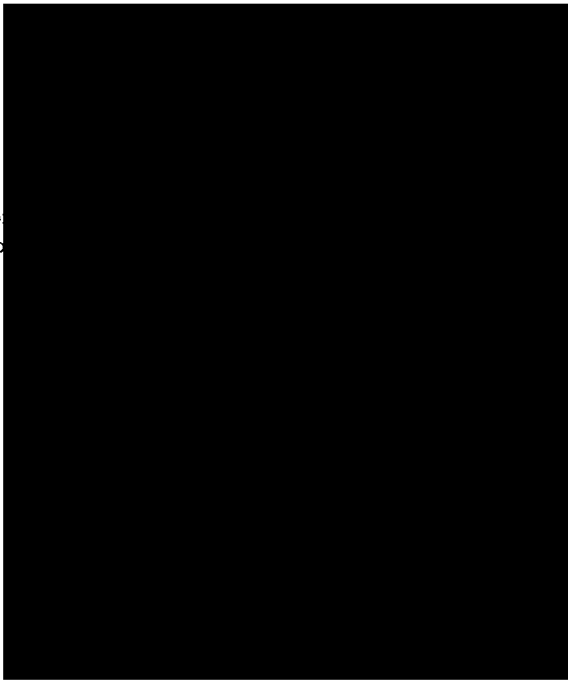
DCI

O/IG		
Inspection Staff		7D-49
Audit Staff		1201 Key
General Counsel		7D-07
Cable Secretariat		1A-53
O/PPB		6E-25
ONE		7E-62

DDI

O/DDI		2E-52
GGS		7E-35
IAS		
OGR CRS		2E-61
OER OSR		4F-19
		4F-19

25X1A

25X1A

25X1A

DDI (cont) 7 OCI

STATSPEC 6 ~~OBI~~ OBGI

2 DCS

5 NPIC

6G-29

1001 Magazine

2 ~~992~~ Key

5 ~~1001~~ Key

25X1A

DDS Administratio GB-37

Communicatio GD-09

Finance 1211 Key

Logistics 1215 D Ames

Medical 1D-4044

Personnel 5E-56

Security 4E-71

Training 839, 1000 Glebe

DDS&T FMSAC 1A-35

OCS ~~GB-0404~~

OEL 2F-39

ORD 611 Ames

OSA 5B-2806

OSI 6F-~~213~~ 36

OSP 5G-03

49

50

Office of Training

25X1A

O/DTR	Director of Training	John Richardson	Rm 819, Glebe	
	Deputy Director of Training		Rm 819, Glebe	
SCHOOLS	Intelligence		Rm 711, Glebe	
	Language Training		2107 Washington Bldg Annex, Arl Towers	
	Operations		Rm 620, Glebe	
	International Communism		Rm 639, Glebe	
	Support		Rm 632, Glebe	
STAFFS	Career Training Program		Rm 743, Glebe	
	Plans and Policy		Rm 807, Glebe	
	Registrar		Rm 839, Glebe	
	Deputy Registrar X		Rm 839, Glebe	
	Adm Info Records		Rm 832, Glebe	
	External Training		Rm 835, Glebe	
	Support		Rm 820, Glebe	
INSTRUCTIONAL SYSTEMS STUDY GROUP	Coordinator		Rm 839, Glebe	

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*Also Executive Secretary, Training Selection Board